



*Purple Flag's*  
**Night Time Economy  
Best Practice Guide 2012**

Supported by:



# Contents

<b>Case Studies</b>	3
<b>Introduction</b>	4
<b>Purple Flag</b>	7
<b>Policy</b>	9
<b>Wellbeing</b>	10
<b>Movement</b>	11
<b>Appeal</b>	12
<b>Place</b>	13
<b>Further Reading</b>	14
<b>A Word from our Sponsor</b>	16
<b>Conclusion</b>	17

# Case Studies

## **Policy**

- Case Study 1: Bournemouth Quality Nights Initiative
- Case Study 2: Operation Santiago, St. Helens
- Case Study 3: Designing in Safety & Vitality, Nottingham
- Case Study 4: Special Saturation Policy, Oxford
- Case Study 5: Best Bar None
- Case Study 6: Enniskillen at Night – An Integrated Approach

## **Wellbeing**

- Case Study 7: Street Pastors, Perth, Scotland
- Case Study 8: Street Pastors, Torquay, Devon
- Case Study 9: Project AQUA, Gloucester
- Case Study 10: Paramedic Car, Hull
- Case Study 11: SOS Bus, Luton, Bedfordshire
- Case Study 12: Brighton Excludes Problem Drinkers

## **Movement**

- Case Study 13: Marshals to bring order to taxi queues, St Albans
- Case Study 14: Taxi Kiosks & Cameras, Kingston
- Case Study 15: Belfast Nite Zones
- Case Study 16: Integrated Late Night Transport Initiative in Mansfield
- Case Study 17: Road Closures and Temporary Pedestrianisation, Stoke-on-Trent

## **Appeal**

- Case Study 18: Purple Flag Week
- Case Study 19: Night Market, Kingston-upon-Thames
- Case Study 20: Customer Care in the Night Time Economy, Nottingham
- Case Study 21: Stoke-on-Trent Light Night 2010
- Case Study 22: Illuminating York
- Case Study 23: Museums at Night

## **Place**

- Case Study 24: A welcoming seaside town! Bangor, Northern Ireland
- Case Study 25: Action Planning Problem Premises, St Albans
- Case Study 26: Remodelling Aylesbury

# Night Time Economy Best Practice Guide 2012

## *Introduction*

The life and economy of town and city centres is now 24 hours, 7 days a week. Patterns of work, shopping, education and entertainment continue to evolve, leaving behind the traditional 9 to 5 for example, as consumers demand more choice and businesses and service providers rise to the new challenges.

The Night Time Economy (NTE) is an integral part of town and city centre economies, providing jobs, wealth creation, and is valuable to everyone – visitors, residents and businesses. The ‘after dark’ economy is worth £66bn (Nightmix Index) annually to the UK, supporting thousands of businesses, employing 5-10% of the UK workforce, and seriously impacting local economies.

The NTE covers a wide range of activity including; pubs and bars, cafes, restaurants, cinemas, theatres, events, retail and more which combined create a centre offer ‘after dark’, manifesting an economy that has its own unique qualities and is distinct from the ‘day-time’. These are connected by the ‘shoulder’ or ‘twilight’ economy as the serious business of the day slips into the more relaxed evening with a drink after work, or a browse round the shops or an art gallery.



1 According to research by the Association of Town Centre Management (ATCM) and the British Council of Shopping Centres (BRC), TBR Ltd, MAKE Associates Ltd, and Springboard Ltd

Unfortunately, under the cover of darkness some less positive activity can narrow the demographic attracted to going out after dark. The Home Office states that 64% of all violence takes place in the evening or at night, and one fifth of all violent incidents take place in a pub or club. The cost to the UK economy is estimated at £7.3 billion per annum in terms of policing, prevention, processing offenders through the criminal justice system and the human costs incurred by victims [Alcohol Concern]. Add the cost to the NHS and the figures get even scarier.



Over the years government has responded to the issues of the NTE with a number of initiatives and legislation to help make the NTE a safer, more vibrant and economically sustainable part of the town centre dynamic. This has included; the Licensing Act, Smoking Ban, and the Police Reform and Social Responsibility Act 2011. Furthermore, the introduction of the Localism Act and National Planning Policy Framework provide options for places to make choices about the shape of their NTE and how it integrates with residential and daytime stakeholder activity. In the near future the government's Alcohol Strategy could include a minimum unit price for alcohol to discourage the practice of 'pre-loading' and reduce public drunkenness.

The ATCM has identified a growing trend amongst its membership and partnerships towards the strategic management of the evening and night-time experience by dedicated professionals, and a clear desire to leverage assets in order to generate both economic and social capital. In response, the ATCM asked members for examples of good practice in managing elements of the evening economy. As a result, this set of case studies which represent the hard work, creativity and the strong partnerships it takes to manage the NTE are now available to a wide audience to help raise standards. Some of the projects have been operating for a long time,

others are more recent – they all demonstrate success in striving to create a safe, welcoming and vibrant NTE.

The purpose of the guide is to disseminate NTE management best practice to help improve the development and management of centres; leading to diverse and vibrant local evening and night time economies, and to support positive perceptions of town & city centres.

Whilst not exhaustive, the guide includes information on a range of interventions and initiatives such as:

- NTE action plans
- Taxi-Marshals
- Night Buses
- Best Bar None
- Police Operations
- Safe Spaces
- Street Pastors
- Lighting and Public Realm Design
- Events including Night Markets
- Marketing & Promotion

to reflect the nature and detail of evening economy management in the UK and the effective and innovative approaches being taken to deliver popular enjoyable evening experiences in a range of centres.

The case studies are arranged under the headings used by the Purple Flag scheme to assess the strength of NTE management programmes. Whilst some of the case studies cover multiple themes they appear under just one heading for the purposes of the guide. So, it is worth reading through all these stories and experiences to cherry pick the elements that your particular place might be able to utilise to improve actual and perceived experience of your town or city centre after dark. The ATCM would love to hear how you get on, not least so that this guide can get updated and grow as more places and people recognise and take responsibility for managing the evening and night time economy for the benefit of all.

# Purple Flag

Purple Flag is an objective assessment designed to provide recognition for those places that are managing their night time experience well and to help overcome any negative perceptions that may exist. Purple Flag provides the opportunity for successful centres to present themselves in their true colours and in a positive light to town centre users including operators, residents, potential investors, tourists and visitors.

Purple Flag aims to raise the standard and broaden the appeal of centres between 1700 and 0600. The scheme is managed by the ATCM working alongside the Purple Flag Advisory Committee - a partnership of key stakeholder groups, including central and local government, police, business and consumers.

Areas that reach or surpass Purple Flag standards can fly the flag! Benefits include:

- A raised profile and an improved public image
- Increased visitors
- Increased expenditure
- Lower crime and anti-social behaviour
- A more successful mixed-use economy



# Purple Flag Standards - The Core Agenda

The Core Agenda is the heart of Purple Flag. It represents the standards which need to be achieved and maintained for a successful evening economy. There are five core standards and each contains further detailed criteria.

## 1. Policy Envelope

2. Wellbeing

3. Movement

4. Appeal

5. Place

### 1. The Policy Envelope:

After-hours policy crosses many professional and budgetary boundaries. The challenge is to bring clarity and focus to a complicated field. A clear strategy is needed based on sound research, integrated public policy and a successful multi-sector partnership.

### 2. Wellbeing:

A prerequisite for successful destinations is that they should be safe and welcoming. All sectors have a part to play in delivering high standards of customer care.

### 3. Movement:

Getting home safely after an evening out is crucial. So too is the ability to move around the centre on foot with ease.

### 4. Appeal:

Successful destinations should offer a vibrant choice of leisure and entertainment for a diversity of ages, lifestyles and cultures; including families and older people.

### 5. Place:

Successful areas are alive during the day, as well as in the evening. They contain a blend of overlapping activities that encourage people to mingle and enjoy the place. They reinforce the character and identity of the area as well as flair and imagination in urban design for the night.

For more information go to [www.purpleflag.org.uk](http://www.purpleflag.org.uk)



# Policy

The evening and night time economy is as diverse and dynamic as the places and people of the UK. However, the themes and issues are fairly consistent. For many years the evening economy was regarded as somehow slightly dubious and was left to the police and licensees to manage as best they could without a supportive policy framework. More recently, as the management of town and city centres has demonstrated success in the daytime economy, and lifestyles have changed, the need to provide cross cutting policy and practice for the evening and late night economy has come to the fore in many locations. This section looks at the approach taken by a number of places to establish a policy framework to enable good practice and deliver context changing initiatives.



# Wellbeing

Looking after the customers, stakeholders, and infrastructure of the town and city centre at night is an important part of providing a safe environment in which people can have fun without experiencing or causing any harm. With the consumption of alcohol forming an integral part of a good night out for many, the participation of licensees and entertainment providers is vital to the delivery of a positive experience. Case studies in this section include; responsible drinking campaigns, safe spaces and people to turn to for help, the use of plastic glasses and bottles, providing medical support where and when it is needed, and links to exclusion schemes to prevent trouble.

We start with examples of Street Pastor and Safe Space schemes that have a long heritage, perhaps dating back as far as medieval times when Christian monks provided temporary shelter and care for those overwhelmed by urban excess. Each scheme is tailored to the needs of their particular place but share many similarities. Both our examples use a vehicle as their 'safe place' but others use vacant shops or a suitably located church hall. Each took less than a year to set up, is highly cost effective to run, and makes a real difference to the wellbeing of the 'party people' in their locality. The costs are more than balanced by the reduced call on other resources including NHS A&E units, police and door staff.



# Movement

With much of public transport geared to serving the daytime working and shopping public, and the imperative to leave the car at home if you want to consume alcohol, getting to and from night time entertainment venues plays an important part in providing a positive, safe and affordable experience. Amongst the solutions are night buses, taxi marshals and free overnight parking (so you can collect the car the following morning). This section includes examples of schemes that have helped to reduce crime, improve safety, and improve place reputation.



# Appeal

A successful evening and night time economy requires a vibrant choice and a rich mix of entertainment and activity including:

- A choice of eating venues and a commitment to good food
- Licensed venues to suit varied ages, tastes and lifestyles
- A vibrant arts and cultural scene
- Retail hours to meet customer choice and preference
- Active public buildings
- A programme of inclusive events



# Place

The evening and night time economy form part of a stimulating destination and vital place. Purple Flag measures this whole place approach in terms of:

- Successful density / juxtaposition of venues and attractions
- A lively and viable mix of day and night time uses
- Active streets and frontages
- Respect for location / identity
- Good design for the night



# Further Reading

Managing the town centre after dark is of course just part of managing it 24 / 7. If you would like to learn more about town centre management and how the evening economy sector integrates with the wider picture take a look at 100 Ways to Help the High Street which can be found at [www.100ways.org.uk](http://www.100ways.org.uk). This practical guide has eight sections:

- Working Together
- The Safe and Secure High Street
- Enhancing the Streetscape
- Accessing the High Street
- Consumer Marketing, Animation and Events
- Attracting Investment & Getting the Business Mix Right
- The Evening & Night-time Economy
- Training, Development and Accreditation

100 Ways also includes brief case studies throughout including the following two from the Evening & Night-time Economy section.

The screenshot shows the homepage of the '100 Ways to Help the High Street' website. The header is purple with the title '100 Ways to Help the High Street' and the ATCM logo (association of town centre management). A search bar and navigation menu are on the left. The main content area features a large photo of a busy outdoor cafe scene. Below the photo, there is a 'MAIN MENU' section and a 'Welcome to 100 Ways' section with introductory text. The footer includes social media icons for Facebook, Twitter, and LinkedIn, along with website credits.

Start Here...

- > Home
- > About 100 Ways
- > Further Info

## 100 Ways to Help the High Street

ATCM  
association of town centre management

> MAIN MENU

### Welcome to 100 Ways

100 Ways is the first port of call for those looking to make their high streets and town centres vibrant and viable. This website has been designed for Town Teams, Town Centre Managers, BIDs and Economic Development Officers in the business of town centre regeneration.

100 Ways is a product of the Association of Town Centre Management.

Website by THIS Media

100 Ways StelMap

Copyright © 2012 ATCM

**The Romford Way** – Romford, in the Borough of Havering, has one of London's largest night time economy sectors including; 41 restaurants, 21 bars and pubs, 4 nightclubs and a cinema. At one time in the 1990's Romford's evening economy had earned the town a reputation for crime and alcohol related disorder. The Town Centre Management Team including the Police and local authority took steps to address the issues including; a Taxi Marshall Scheme, Street Pastors, The Deeper Lounge (safe haven), Search Arches, Drugs Dogs, Digital Radios, and Dispersal Orders. Weekly Door Supervisor briefings and post weekend feedback meetings with the Police and CCTV operators were introduced. Following the implementation of these changes most serious crime was down 2.9% with a sanction detection rate of 39.9% in a short time. As a result, in 2009, the Borough of Havering became the only London Borough to achieve Beacon status from central government for managing the local night time economy.

**Making Brixton Better** – The Town Centre Team in Brixton, south London, have taken a business support and partnership approach to bring about positive change in a gritty urban area. They recognised the need to improve the quality, safety, cleanliness and economic sustainability of their town centre and launched a package of initiatives under the 'Making Brixton Better' banner. The initiatives include; working with the ATCM to develop integrated partnership working, an innovative Purple Flag pilot scheme, introduction of Springboard football counting cameras, Brixton Explorer Map, Windrush Square gum clear treatment, installation of a pop-up toilet, Brixton Initiative (short listed for LGC Awards), launch of the Brixton Pound, and commissioning Skillsmart Retail to conduct mystery shopping exercises and street surveys. This 'ground up' approach also included the provision of local business support, training and job opportunities for residents and genuine partnership working between licensing, the police and night time businesses. This work is ongoing but the results have already been recognised in a satisfaction survey in which 64% of local people said they now feel safer walking around the town centre at night, and three new national brands have opened up on the high street.

# A Word from our Sponsor



This Night-time Economy Best Practice Guide is brought to you by the Association of Town Centre Management which manages the Purple Flag accreditation scheme, and with the kind support of the Security Industry Association (SIA).

The SIA is an independent organisation that was set up by the government under the Private Security Industry Act 2001 and offers a quality assurance scheme recognised as the hallmark of quality in the private security industry.

The SIA has created the Approved Contractor Scheme (ACS) so that when you choose a security supplier you can be sure that the security staff that they provide are trained, qualified and monitored to sustain the highest standards. To achieve the government backed ACS accreditation, private security suppliers have to demonstrate high levels of performance against 89 different performance indicators including elements drawn from Investors in People and relevant British Standards. So, whether it is temporary event security, venue door staff, taxi marshals, or street wardens to help manage your night-time activity the SIA can provide information about approved contractors in your area.

[www.sia.homeoffice.gov.uk](http://www.sia.homeoffice.gov.uk)



# Conclusion

The clear golden thread that shines out clearly from all the case studies in this guide is the importance of collaborative and partnership working. In every case the results that have been achieved have been through the various operators and agencies involved bringing together their strengths to create a sum that is greater than its parts.

For example, encouraging responsible licensees to ban irresponsible drinkers from their premises is common sense, getting all the licensees to work together on a 'banned from one, banned from all' policy and to use only plastic glasses and bottles after 10pm makes even more sense, and makes even more of a difference.

Given the complex multi-use, multi-stakeholder nature of town and city centres it is no surprise that the solutions to the challenges of managing them need input from a multiple of sources. After all, our centres are a shared environment, so it takes a shared approach to make sure they work well for all users.

The other conclusion that can be drawn from these stories is that whilst every single initiative or action makes a difference, it is multiple actions and programmes of initiatives that really impact. Providing a night bus service might be useful, but it's even more useful if the late night venues tell their customers about it, and the taxis are prevented from blocking the pick up point.



for a better night out



Use this guide and the studies within it to learn what has worked elsewhere and how they achieved real improvements to safety and perceptions in the evening and night-time economy. Feel free to use the contact information at the end of each case study to network and share experiences with others with similar challenges. Explore the combination of measures that might suit your place and address your particular issues. The Association of Town Centre Management and Purple Flag would love to hear how you get on, and would be pleased to provide more information and support if you need it.



It is well worth considering using the Purple Flag accreditation process to help catalyse and drive forward your ambitions for a safe and prosperous evening and night time economy. The process itself has real value and can provide some structure for the stakeholders engaged in making their place better. When you get the Purple Flag it not only gives you something to celebrate but confirms your achievements to the consumers and investors who will ensure your centre thrives all night long.

For more information about ATCM activities and how  
to become a member please contact us at:

Post: Association of Town Centre Management  
1 Queen Anne's Gate, Westminster,  
SW1H 9BT

Email: [office@atcm.org](mailto:office@atcm.org)

Tel: 0300 3300980

Web:

[www.atcm.org](http://www.atcm.org)

[www.ukbids.org](http://www.ukbids.org)

[www.purpleflag.org.uk](http://www.purpleflag.org.uk)

*Supported by:*



Security Industry Authority



**DIAGEO**

Night Time Economy Best Practice Guide 2012

